



# IDAHO

## DEPARTMENT OF CORRECTION

### Strategic Plan 2008- 2014

### ***“Back to Basics”***

C.L. “Butch” Otter, Governor

Brent D. Reinke, Director



***Our Mission is to Protect Idaho;  
through***

***Safety, Accountability, Partnerships and  
Opportunities for Offender Change***

**IDAHO DEPARTMENT OF CORRECTION**  
**Strategic Plan 2008- 2014**

**“Back to Basics”**

**Our Mission**

*To Protect Idaho;*

*through*

*Safety, Accountability, Partnerships and  
Opportunities for Offender Change*

**Our Vision**

*To be valued by the citizens of Idaho  
as a partner and leader in management, research, treatment  
and prevention of criminal behavior.*

**Our Values**

*We value a professional environment that fosters  
credibility, dignity and respect for staff, the public and offenders.*

*We demand of ourselves and others...*

Honesty, Integrity, Teamwork  
Flexibility and Open Communication

*We model what we value*

# IDAHO DEPARTMENT OF CORRECTION

## Strategic Plan 2008 - 2014


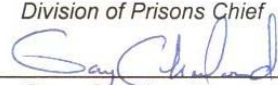
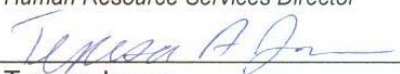
### *“Back to Basics”*

### Safety, Accountability, Partnerships and Opportunities for Offender Change

### Strategic Objectives FY 2009

*(Performance Measures)*

- Maintain the overall retention rate for IDOC staff at or above 82%
  - Maintain the retention rate for correctional officers at 77% or more
  - Maintain the retention rate for non-uniformed staff at 84% or more
- Increase timely completion of case plans by inmates
- Develop a minimum of 4 new Memorandum of Understandings (MOU's) or other contracts with local entities for housing and or treatment of IDOC offenders
- Develop a minimum of 1 new MOU with local governmental entities within each judicial district to enhance a systems approach in the criminal justice system
- Increase the number of staff certifications or licenses by 10%
- Reduce energy consumption for operations and service delivery from the baseline established in the GHG assessment completed January 2008

  
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Division of Community Corrections Chief  
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Division of Prisons Chief  
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# IDAHO DEPARTMENT OF CORRECTION

## Strategic Plan 2008- 2014

### Focus Areas and Overall Goals 2008 to 2014

#### **SAFETY**

**Safety:** Maintain the safety of IDOC staff, offenders and the public.

- **3 yr Goal:** *Maintain the safety of IDOC staff, offenders and the public.*
- **5 yr Goal:** *Continue to maintain and enhance the safety of IDOC staff, offenders and the public.*
- **7 yr Goal:** *Continue to maintain and enhance the safety of IDOC staff, offenders, and the public.*

**Facilities and Work Units:** Provide adequate facilities and work units to meet offender population, program and treatment demands.

- **3 yr Goal:** *Implement Phase I of the IDOC Facilities Plan*
- **5 yr Goal:** *Complete Phase I; begin implementation of modified Phase II of the Facilities Plan.*
- **7 yr Goal:** *Complete full buildout of the IDOC modified Facilities Plan.*

#### **ACCOUNTABILITY**

**Staff Professionalism:** *Continue to improve and enhance the professionalism of IDOC staff to help ensure the highest quality services, increase staff retention and enhance career opportunities.*

- **3 yr Goal:** *Continue to improve and enhance the professionalism of IDOC staff*
- **5 yr Goal:** *Continue to improve and enhance the professionalism of IDOC staff*
- **7 yr Goal:** *Continue to improve and enhance the professionalism of IDOC staff*

**Quality Assurance:** *Develop, implement and monitor a thorough quality assurance program to guide the delivery of excellent IDOC services.*

- **3 yr Goal:** *Develop and begin implementation of a thorough quality assurance program to standardize and monitor IDOC services.*
- **5 yr Goal:** *Implement the quality assurance program as designed to ensure the delivery of excellent IDOC services.*
- **7 yr Goal:** *Further refine the quality assurance program as designed to ensure the continued delivery of excellent IDOC services.*

**Correctional Integrated System:** *Implement the complete Correctional Integrated System.*

- **3 yr Goal:** *Implement the internal portion of the CIS.*
- **5 yr Goal:** *Implement the external portion of the CIS.*
- **7 yr Goal:** *Re-evaluate and adjust the Correctional Integrated System as needed to continue meeting IDOC and criminal justice system needs.*

# IDAHO DEPARTMENT OF CORRECTION

## Strategic Plan 2008- 2014

### Focus Areas and Overall Goals 2008 to 2014

#### **PARTNERSHIPS**

**Partnerships:** Develop and enhance partnerships with both public and private entities that support excellent IDOC functions and improve the operation of the criminal justice system.

- **3 yr Goal:** *Develop and enhance partnerships with both public and private entities that support quality IDOC functions and improves the operation of the criminal justice system.*
- **5 yr Goal:** *Continue to develop and enhance partnerships with both public and private entities that support quality IDOC functions and improve the operation of the criminal justice system.*
- **7 yr Goal:** *Continue to develop and enhance partnerships with both public and private entities that support quality IDOC functions and improve the operation of the criminal justice system.*

**Effective Offender Management and Growth:** Reduce the growth rate of offender populations where feasible while maintaining public safety.

- **3 yr Goal:** *Enhance partnerships to increase the percentage of releases for eligible offenders and to improve the effective management of offender growth*
- **5 yr Goal:** *Reduce the offender population growth rate equal to or below the state population growth rate, while maintaining public safety.*
- **7 yr Goal:** *Maintain the offender population growth rate equal to or below the state population growth rate, while maintaining public safety*

#### **OPPORTUNITIES FOR OFFENDER CHANGE**

**Continuum of Services:** Design, implement and provide a full continuum of evidence-based programs, treatment and services to meet the needs of offenders, families and the criminal justice system.

- **3 yr Goal:** *Identify and implement systemic strategies to resolve the road blocks to successful offender change*
- **5 yr Goal:** *Design and implement a full continuum of evidence-based programs, treatment and services to meet the needs of offenders and the criminal justice system.*
- **7 yr Goal:** *Expand the continuum of services to meet the needs of special inmate populations.*

# **IDAHO DEPARTMENT OF CORRECTION**

## **Strategic Plan 2008- 2014**

### **Communication Plan Framework**

#### **Guiding Principles**

##### **General Principles**

- All communication will be professional and appropriate.
- Communication will be in a timely manner and in the most appropriate format.
- The decision process will seek input from those affected and impacted where feasible and appropriate.
- Face to face communication is preferred and encouraged, but not always possible.
- E-mail shall be used appropriately and judiciously.
- Communication should reflect the department vision as a leader and educator on criminal justice issues.
- Avoid creating or sustaining “silos” within the agency.

##### **Internal Communication Principles**

###### **Work Unit**

- Work Unit manager is responsible for effective communication within the work unit.
- Work Unit manager is responsible for passing information up within the organization.

###### **Division**

- Division chief is responsible for effective communication within the division.
- Division chief is responsible for passing information up within the organization.

###### **Cross-Division**

- Division and deputy chiefs are responsible for communication issues impacting multiple divisions.
- Division chiefs and deputy chiefs are responsible for passing information up and within the organization.

###### **Department-wide**

- Director's Office communicates issues impacting operations within most divisions and/or work units.

###### **Board of Correction**

- Director's Office communicates issues impacting department operation to the Board of Correction.

##### **External Communication Principles**

- Constituent communication regarding offender issues requires research first prior to response to ensure consistent communication.
- Constituent requests specific to institutions should be managed at the work unit.

##### **Media Communication Principles**

- Work unit managers confer with Division chiefs, Director's Office (PIO) prior to responding to media requests.
- Those responding to media requests should act in accordance with the structure outlined in the IDOC media policy.

External partners include: Media, Legislature, Courts, Governor's Office, Board of Correction, General public, Criminal Justice Partners, offenders and offender families and stakeholders.

# IDAHO DEPARTMENT OF CORRECTION

## Strategic Plan 2008- 2014

Internal Communication Plan Summary						
Name of Communication	Purpose	To / From	Tool or Method	Schedule * 1, 2, 3, 4, 5, 6, 7	Responsibility	Comments
DOC Talk	Celebrate, inform, connect staff – focus on projects	Staff/Staff and leadership	Electronic newsletter	3	Director's Office	All divisions and work units
EDOC	Inform, access to documents, specific staff surveys, etc.	Leadership/ Staff	Internal Website	1	Managed by IT, input by managers/leaders	
Internet	Inform, access to documents	Staff/ Managers and leaders	External website	1	Managed by IT, input via PIO	All divisions and work units
Back to Basics	Update staff on legislative session, current issues and trends	All staff/ leadership team	Face to face-State tour	5 or as needed	Leadership team	
105's	Update key staff on incidents at all institutions/districts	105 group/ shift commanders	Electronic e-mail report	6	Shift commanders	Discussed a <b>subject line</b>
Shift briefings	Information and education	Work site staff/work site managers	Face to face /share calendars on EDOC	3	Work Site leader	
Work site newsletters & memos to staff	Celebrate, inform, connect staff – share, policies, actions, etc.	Site staff/ work site leader	Electronic newsletter	6	Work site leader and shared w/other divisions	Not all sites can support a newsletter
External Communication Plan Summary						
Name of Communication	Purpose	To / From	Tool or Method	Schedule * 1, 2, 3, 4, 5, 6, 7	Responsibility	Comments
Governor's Report	Operational update on key issues, population - brief	Governor, Board, lawmakers/ Director's Ofc.	E-mail document / EDOC	2	Director's Office	
Media Heads-up	Overview of key media requests	Governor, Board, lawmakers/ Director's Ofc, Dptys, Fac.hds, CWC Mgrs.	E-mail	6	Director's Office	
Brief Sheet	Education and inform partners of current issues and trends	Governor, lawmakers, judges, CJC partners, Board/Dir Ofc.	Mailed 1 page newsletter, EDOC, Internet	3	Director's Office	
News Release	Inform the public of key events	Media, governor, leadership, Board/Dir Ofc.	E-mailed, Posted on internet	6	Director's Office	
Constituent communication	Answer concerns and questions from families	Inmate families & public/ Directors Ofc., Work Unit Ldr	Letters/e-mail/phone or face to face	6	All staff	Well-researched so consistent message is given
Internet	Educate and inform	Public, stakeholders/ all staff	Internet	6	Director's Office/IT	
Video	Educate and motivate		Video	Under development	Director's Office	

\* Schedule Notes: 1-Daily, 2-Weekly, 3-Monthly, 4-Quarterly, 5-Yearly, 6-As needed, 7-Other

# IDAHO DEPARTMENT OF CORRECTION

## Strategic Plan 2008

### Three Year Goals and Objectives 2008 to 2010

#### **SAFETY**

**Safety:** Maintain the safety of IDOC staff, offenders and the public.

- *Develop baseline safety analysis for life safety issues and operational practices*
- *Update the Standard Operating Procedures (SOP's) as needed to reflect the results of the baseline analysis*
- *Implement the training plan and conduct annual safety training for all staff*

**Facilities and Work Units:** Implement Phase I of the IDOC Facilities Plan

- *Implement Phase One of the Facilities Master Plan*
- *Identify existing alternative space and options within the State by working with counties and other entities*
- *Develop implementation schedule to meet facilities needs*

#### **ACCOUNTABILITY**

**Staff Professionalism:** Continue to improve and enhance the professionalism of IDOC staff

- *Create and implement a workforce development plan*
- *Create an Annual Training Continuum*
- *Create image identification (branding) and marketing of corrections and correctional professionals*
- *Develop a specific marketing plan for staff recruitment*
- *Develop effective strategies to reduce energy consumption, while maintaining staff effectiveness and needed service*

**Quality Assurance:** Develop and begin implementation of a thorough quality assurance program to standardize and monitor IDOC services.

- *Define and develop an integrated Quality Assurance program*
- *Revise, update and develop new policies and SOP's based on the results of the QA assessment*
- *Pursue development of a system-wide records retention program*

**Correctional Integrated System (CIS):** Implement the internal portion of the CIS.

- *Develop business rules including performance measures, data needed and desired outcome*
- *Complete Core CIS implementation*
- *Inventory and assess existing hardware needed to support CIS*

#### **PARTNERSHIPS**

**Partnerships:** Develop and enhance partnerships with both public and private entities that support quality IDOC functions and improve the operation of the criminal justice system.

- *Identify and develop critical partnerships*
- *Define partnerships, roles and responsibilities*
- *Implement external marketing of the IDOC "Black Hat" image to communities*

**Effective Offender Management and Growth:** Enhance partnerships to increase the percentage of releases for eligible offenders and to improve the effective management of offender growth

- *Develop working relationships with governments and local provider networks*
- *Develop an appropriate education program for effective offender community re-integration*
- *Develop recommendations for alternatives to incarceration*
- *Develop offender housing opportunities as per need identified in master plan*



## **OPPORTUNITIES FOR OFFENDER CHANGE**

**Continuum of Services:** Identify and implement systemic strategies to resolve the road blocks to successful offender change and timely release of offenders

- *Assess current inmate movements*
- *Redesign inmate movements as needed, based on results of assessment*
- *Identify systemic barriers – inter and intra agency – overall*
- *Develop Decision Units to enhance education and treatment resources*
- *Develop and implement an assessment and treatment protocol*
- *Design and implement an institutional sex offender treatment program*

# IDAHO DEPARTMENT OF CORRECTION

## Strategic Plan 2008

### Three to Five Year Goals and Objectives 2010 to 2012

#### **SAFETY**

**Safety:** Continue to maintain the safety of IDOC staff, offenders and the public.

- *Review safety plan refine and implement needed changes*
- *Implement plan for safety*
- *Review and utilize new technology for safety and efficiencies*

**Facilities and Work Units:** Complete Phase I; begin implementation of modified Phase II Facilities Plan.

- *Review what has been implemented in phase one*
- *Develop implementation for modified phase two*

#### **ACCOUNTABILITY**

**Staff Professionalism:** Continue to improve and enhance the professionalism of IDOC staff.

- *Raise minimum qualifications for entry level field position*
- *Implement pay plan*
- *Implement training plan*
- *Explore education assistance program for staff*

**Quality Assurance:** Implement the quality assurance program as designed.

- *Plan completed and fully implemented*
- *Integration of management reporting into decision making*
- *Five year review and refinement of QA standards and measures*

**Correctional Integrated System (CIS):** Implement the external portion of the CIS.

- *Sharing information with Idaho agencies*
- *Implement Medical Module*

#### **PARTNERSHIPS**

**Partnerships:** Continue to develop and enhance partnerships with both public and private entities to support quality IDOC functions and improve operation of the criminal justice system.

- *Collaborative strategic planning with CJC partners*
- *Implement collaborative partnerships such as MOUS between counties and state*

**Effective Offender Management and Growth:** Reduce the offender population growth rate equal to or below the state population growth rate, while maintaining public safety.

- *Pursue funding source to implement programs and actions for offender growth reduction*
- *Implement diversionary plans*

#### **OPPORTUNITIES FOR OFFENDER CHANGE**

**Continuum of Services:** Design, implement and provide a full continuum of evidence-based programs, treatment and services to meet the needs of offenders, families and the criminal justice system.

- *Develop plan and policy for continuum of services*
- *Train, fund, and implement for continuum of services*

# IDAHO DEPARTMENT OF CORRECTION

## Strategic Plan 2008

### Five to Seven Year Goals 2012 to 2014

#### **SAFETY**

**Safety:** *Continue to maintain the safety of IDOC staff, offenders and the public.*

**Facilities and Work Units:** *Complete full buildout of the IDOC modified Facilities Plan.*

#### **ACCOUNTABILITY**

**Staff Professionalism:** *Continue to improve and enhance the professionalism of IDOC staff.*

**Quality Assurance:** *Further refine the quality assurance program as designed to ensure the continued delivery of excellent IDOC services.*

**Correctional Integrated System (CIS):** *Re-evaluate and adjust the Correctional Integrated System as needed to continue meeting IDOC and criminal justice system needs.*

#### **PARTNERSHIPS**

**Partnerships:** *Continue to develop and enhance partnerships with both public and private entities that support quality IDOC functions and improve the operation of the criminal justice system.*

**Effective Offender Management and Growth:** *Maintain the offender population growth rate equal to or below the state population growth rate, while maintaining public safety.*

#### **Opportunities for Offender Change**

**Continuum of Services:** *Expand the continuum of services to meet the needs of special offender populations.*

# Three Year Goals Objectives and Work Plan 2008-10

## Safety

<b>Safety:</b> <i>Maintain the safety of IDOC staff, offenders and the public.</i>						
<b>Objectives</b>	<b>Schedule</b> <i>Begin / finish</i>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments</b> <i>Issues that may prevent success</i>	<b>Performance Measures</b>	<b>Status / Date</b>
<b>Develop a baseline safety analysis</b> <ul style="list-style-type: none"> <li>For life safety issues</li> <li>For operational practices</li> </ul>	By June 2009 By June 2009	Division Chiefs Division Chiefs				
<b>Update the Standard Operating Procedures (SOPs) as needed to reflect the results of the baseline analysis</b>	Dec 2010	Division Chiefs				
<b>Implement the training plan and conduct annual safety training for all staff</b> <ul style="list-style-type: none"> <li>Security plan is done – need integration of plan for other staff – coordinate with existing division plans</li> <li>Place training calendar on EDOC – use approved curriculum consistency</li> </ul>	Annually and ongoing          By June 2009	Training Director          CSAT				

# Three Year Goals Objectives and Work Plan 2008-10

## **Safety:** *Facilities and Work Units*

<b>Facilities and Work Units: <i>Implement Phase I of the IDOC facilities plan</i></b>						
<b>Objectives</b>	<b>Schedule</b> <i>Begin / finish</i>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments</b> <i>Issues that may prevent success</i>	<b>Performance Measures</b>	<b>Status / Date</b>
<b>Implement modified Phase One of the Facilities Master Plan</b>	Ongoing	Chief Mgmt. Services				
Identify existing alternative bed space and options within the state of Idaho by working with counties and other entities	Ongoing	Chief of Prisons				
Develop implementation schedule for modified master plan and identified alternatives	1/08 plus ongoing updates	Chief Mgmt. Services				

## Three Year Goals Objectives and Work Plan 2008-10

### Accountability: *Staff Professionalism*

<b>Staff Professionalism:</b> <i>Continue to improve and enhance the professionalism of IDOC staff</i>						
<b>Objectives</b>	<b>Schedule</b> <i>Begin / finish</i>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments</b> <i>Issues that may prevent success</i>	<b>Performance Measures</b>	<b>Status / Date</b>
<b>Create and implement a workforce development plan</b> • Complete a workforce analysis	by 12/09	Dir. Human Res.				
<b>Create and implement an annual training continuum</b>	by 12/10 including phasing as developed	CSAT				
<b>Create image identification (branding) and marketing of corrections and correctional professionals</b> • Update and re-do the IDOC web site	July 07 – ongoing  Update by 9/08, redo by 6/09	HR with possible assist from outside consultant  Directors office (ASM)				
<b>Develop a specific “marketing” plan for staff recruitment</b> – consider impact of privatization competition for staff	12/08	HR with possible assist from outside consultant				
<b>Develop effective strategies to reduce energy consumption, while maintaining staff effectiveness and needed services</b>	9/1/08	Leadership Team				

## Three Year Goals Objectives and Work Plan 2008-10

### Accountability: *Quality Assurance*

<b>Quality Assurance:</b> <i>Develop and begin implementation and monitoring of a thorough quality assurance program to standardize and monitor IDOC services.</i>						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
<b>Define and develop an integrated quality assurance program</b> <ul style="list-style-type: none"> <li>Define the process, and define the "umbrella" program for the agency – prioritize the greatest risk areas first               <ol style="list-style-type: none"> <li>Define what is needed in a QA program</li> <li>identify priority risks</li> <li>Assess the role and application of the Virtual Prison function</li> <li>Develop a QA program for highest priority risks</li> </ol> </li> </ul>	<ol style="list-style-type: none"> <li>draft by Sharon for review by 12/08 – Program by 3/09</li> <li>6/09</li> <li>6/09</li> <li>9/09</li> </ol>	Leadership Team				
<b>Revise, update and develop new policies and SOP's based on the results of the QA assessment - as feasible with existing resources</b>	Ongoing	Dir. Office (ASM) w//Policy Coord.				
<b>Pursue development of a system--wide records retention program</b> <ul style="list-style-type: none"> <li>By contract – new funding contingent               <ul style="list-style-type: none"> <li>Develop scope of work</li> <li>Develop funding request</li> </ul> </li> </ul>	<ol style="list-style-type: none"> <li>3/09</li> <li>3/09</li> </ol>	Dir. Office (MA) define scope of project		Funding contingent		

## Three Year Goals Objectives and Work Plan 2008-10

### **Accountability: *Correctional Integrated System***

<b>Correctional Integrated System: <i>Implement the internal portion of the CIS</i></b>						
<b>Objectives</b>	<b>Schedule</b> <i>Begin / finish</i>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments</b> <i>Issues that may prevent success</i>	<b>Performance Measures</b>	<b>Status / Date</b>
<b>Develop business rules</b> <ul style="list-style-type: none"> <li>• Include performance measures, needed data and desired outcome</li> </ul>	TBA	Dpty Mgmnt Services (SF)		Funding contingent		
<b>Complete Core CIS Implementation</b> <ul style="list-style-type: none"> <li>• Stabilize the data base</li> <li>• Convert from Reflections to CIS</li> <li>• Develop ownership by division</li> </ul>	7/08 6/09 Begin evaluation of CIS use by 7/09	Mgmnt Services				
<b>Inventory and assess existing hardware needed to support CIS; location, type, etc.</b>	12/08	Mgmnt Services				



# Three Year Goals Objectives and Work Plan 2008-10

## Partnerships

<b>Partnerships:</b> <i>Develop and enhance partnerships with both public and private entities that support quality IDOC functions and improve the operation of the criminal justice system.</i>						
<b>Objectives</b>	<b>Schedule</b> <i>Begin / finish</i>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments</b> <i>Issues that may prevent success</i>	<b>Performance Measures</b>	<b>Status / Date</b>
<b>Identify and develop critical partnerships</b>	Ongoing	Board, Director and Leadership Team				
<b>Define partnerships roles and responsibilities</b>	Ongoing	Board, Director and Leadership Team				
<b>Implement external marketing of the IDOC “Black Hat” image to communities</b> <ul style="list-style-type: none"> <li>Community meetings, University partnerships, etc.</li> </ul>	Ongoing	Board, Director				

# Three Year Goals Objectives and Work Plan 2008-10

## Partnerships: *Effective Offender Management and Growth*

<b>Effective Offender Management and Growth:</b> <i>Enhance partnerships to increase the percentage of releases for eligible offenders and improve the effective management of offender growth</i>						
<b>Objectives</b>	<b>Schedule</b> <i>Begin / finish</i>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments</b> <i>Issues that may prevent success</i>	<b>Performance Measures</b>	<b>Status / Date</b>
<b>Develop working relationships with governments and local provider networks</b>	Ongoing	Board, Director and Leadership Team				
<b>Develop an appropriate education program for effective offender community re-integration;</b> <ul style="list-style-type: none"> <li>• “Define the message and a packet” for community pres.; multiple levels</li> <li>• Involve the ICJC – presentation</li> <li>• Complete draft program</li> <li>• Implementation</li> <li>• Develop a complimentary external marketing plan</li> </ul>	6/08  10/08 Begin Jan 09	Ed and Treatment to lead (Message)  Comm. Correction to lead (Coordinating meetings)  Director's office to lead (marketing)				
<b>Develop recommendations for alternatives to incarceration</b> <ul style="list-style-type: none"> <li>• Effective implementation of CAPP</li> <li>• ICSA collaboration statewide substance abuse continuum</li> <li>• Standardize misdemeanor svcs.</li> <li>• Initiate jt. misdemeanor/felony acadm.</li> </ul>	Ongoing  Begin 9/10 10/08  9/08 2/09	Ed & Treatment chief & deputy  Comm. Corr. Chief and IAC Comm. Corr. Chief and IAC				
<b>Develop offender housing as per need identified in the master plan</b> <ul style="list-style-type: none"> <li>• Expand bed capacity to meet demand, emphasis on in-state facilities</li> <li>• Partnership with counties – 3 new contracts w/counties in next 3 yrs</li> <li>• Master plan implementation as per master plan schedule</li> </ul>		Leadership Team and Board				

# Three Year Goals Objectives and Work Plan 2008-10

## Opportunities for Offender Change

<b>Continuum of Services:</b> <i>Identify and implement systemic strategies to resolve the road blocks to successful offender change</i>						
<b>Objectives</b>	<b>Schedule</b> <i>Begin / finish</i>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments</b> <i>Issues that may prevent success</i>	<b>Performance Measures</b>	<b>Status / Date</b>
<b>Assess current inmate movements</b>	by 7/08	Consultant Chief & Deputy Ed & Treat.				
<b>Redesign inmate movement</b>	By 8/08, plus ongoing adjust	Leadership Team				
<b>Identify systemic barriers – inter and intra-agency – overall</b> <ul style="list-style-type: none"> <li>Re-entry for qualified substance abuse /dependent inmates – begin implementation</li> <li>Re-entry for mental health inmates</li> </ul>	Ongoing	Chief and Dpty. Ed. & Treat. ICSA and HW				
	9/08					
	6/30/09	With HW				
<b>Develop Decision Units to enhance education and treatment resources</b>	Ongoing as funding is available	Chief Ed. & Treat.				
<b>Develop and implement an assessment and treatment protocol</b> <ul style="list-style-type: none"> <li>Implement GAIN</li> <li>Implement Treatment Pathways</li> <li>Implement family re-unification</li> <li>Implement Voc. Ed continuum</li> </ul>	11/08	Chief & Dpty Ed. & Treat. / Chief & Dpty. Prisons, Chief & Dpty CCD				
	9/08					
	1/09					
	1/09					
<b>Design and implement an institutional sex offender treatment program</b> <ul style="list-style-type: none"> <li>Request funding</li> <li>Identify potential staff</li> <li>Train identified staff</li> <li>Implement program</li> </ul>	6/09 12/09 1/10-12/10 5 yr goal	Ed and Treatment				

## Three to Five Year Goals Objectives and Work Plan 2010-12

### Safety

Safety: Continue to maintain the safety of inmates, IDOC staff and the public.						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Review safety plan refine and implement needed changes	7/10-7/11	Chief Prisons / Chief Com. Corr.		Technology needed		
Implement updated plan for safety	7/11- 7/12	Chief Prisons / Chief Com. Corr.				
Review and utilize new technology for safety and efficiencies	7/12	Chief Prisons / Chief Com. Corr.				
Action: Kiosk 10/biometric and 2 layer security: low risk offenders	6/10	Chief Com. Corr.				
Action: Research and implement Bar coding for staff & offenders/volunteers and contract staff.	7/10	IT Mgr.				
	7/10-7/11					

## Three to Five Year Goals Objectives and Work Plan 2010-12

### **Safety: Facilities and Work Units**

<b>Facilities and Work Units:</b> <i>Complete Phase I and begin implementation of modified Phase II of the IDOC Facilities Plan.</i>						
<b>Objectives</b>	<b>Schedule</b> <i>Begin / finish</i>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments</b> <i>Issues that may prevent success</i>	<b>Performance Measures</b>	<b>Status / Date</b>
<b>Review and modify what has been implemented in phase one</b>	6/10 – capital budget	Chief Mgmnt. Serv / Fac. Const. Mgr.				
<b>Develop implementation plan for modified phase two</b>	7/10 – 12/10	Chief Mgmnt. Serv				

## Three to Five Year Goals Objectives and Work Plan 2010-12

### **Accountability: *Staff Professionalism***

<b>Staff Professionalism:</b> <i>Continue to improve and enhance the professionalism of IDOC staff.</i>						
<b>Objectives</b>	<b>Schedule</b> <i>Begin / finish</i>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments</b> <i>Issues that may prevent success</i>	<b>Performance Measures</b>	<b>Status / Date</b>
Raise minimum qualifications for entry level field position	6/10	Dir. Human Res. / Sr. HR Mgr.	Work force report			
Implement pay plan	7/11 – 7/12	Dir. Human Res.				
Implement training plan	7/10 – 7/11	Training Mgr.				
Explore education assistance program for staff	12/12	Dir. Human Res.				

## Three to Five Year Goals Objectives and Work Plan 2010-12

### **Accountability: *Quality Assurance***

<b>Quality Assurance:</b> <i>Implement the quality assurance program as designed to ensure the delivery of excellent IDOC services.</i>						
<b>Objectives</b>	<b>Schedule</b> <i>Begin / finish</i>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments</b> <i>Issues that may prevent success</i>	<b>Performance Measures</b>	<b>Status / Date</b>
<b>Fully implement the quality assurance program</b>	Done by 6/10	Chief Mgmnt. Serv				
<b>Integration of management reporting into decision making</b>	In progress – 7/10	Dpty. Mgmnt Serv. (SL)				
<b>Five year review and refinement of QA standards and measures</b>	7/10	Dpty. Mgmnt Serv. (SL)				

# Three to Five Year Goals Objectives and Work Plan 2010-12

## Accountability: Correctional Integrated System

Correctional Integrated System: <i>Implement the external portion of the CIS.</i>						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Sharing information with Idaho agencies	6/10	Dpty. Mgmnt Serv. (SF)	Other agencies			
Implement Medical Module	6/10-12/11	Dpty. Mgmnt Serv. (SF)	Medical staff			



## Three to Five Year Goals Objectives and Work Plan 2010-12

### Partnerships

<b>Partnerships:</b> <i>Continue to develop and enhance partnerships with both public and private entities that support quality IDOC functions and improve the operation of the criminal justice system.</i>						
<b>Objectives</b>	<b>Schedule</b> <i>Begin / finish</i>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments</b> <i>Issues that may prevent success</i>	<b>Performance Measures</b>	<b>Status / Date</b>
<b>Collaborative strategic planning with CJC partners</b>  Action: Have institutionalized process in place to address gaps with partners such as the parole commission and health and welfare	7/10 – 7/11  6/07- 6/12	Leadership Team  Chief Ed. & Treat.	SA interagency IWOM Existing staff and CJC			
<b>Implement collaborative partnerships</b>  Action: Complete MOUS between counties and state for misdemeanor probation supervision and bed capacity	7/11 – 7/12  6/07 to 5/12	Leadership Team  Chief Com. Corr.	IAC, ISA, CJC, shared employees			

## Three to Five Year Goals Objectives and Work Plan 2010-12

### Partnerships: *Effective Offender Management and Growth*

Effective Offender Management and Growth: <i>Reduce the offender population growth rate equal to or below the state population growth rate, while maintaining public safety.</i>						
Objectives	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures	Status / Date
Pursue funding source	7/10 – 7/11	Leadership Team	CJC			
Implement diversionary plans	7/11 – 7/12	Leadership Team	CJC			

## Three to Five Year Goals Objectives and Work Plan 2010-12

### Opportunities for Offender Change

<b>Continuum of Services:</b> <i>Design and implement a full continuum of evidence-based programs, treatment and services to meet the needs of offenders and the criminal justice system.</i>						
<b>Objectives</b>	<b>Schedule</b> <i>Begin / finish</i>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments</b> <i>Issues that may prevent success</i>	<b>Performance Measures</b>	<b>Status / Date</b>
<b>Refine plan and policy for continuum of services</b>	Done by 7/10	Chief Ed. & Treat	Greg Sali			
Action: re-evaluate offender service needs: supervision – education – program and treatment	07/10- 07/12	Dpty. Ed. & Treat.				
Action: work with partners to ensure community resources necessary for special populations are available	07/10 – 07/12	Chief Ed. & Treat				

# **IDAHO DEPARTMENT OF CORRECTION**

## **Strategic Plan 2007**

### **Plan Implementation and Management**

The successful achievement of the plan's goals, objectives and performance measures is critically dependent upon the effective integration of the plan into the ongoing operation and management of the department. The leadership team agrees to the following approach to support the full integration of the strategic plan into the department management procedures. It is assumed that the following activities will involve the leadership team at a minimum, with additional involvement by division deputies and other staff and partners as required.

#### **A. Strategic Plan Communication Throughout the Agency**

- a. Request by Division Chiefs, individual strategic plan application plans from each work areas, wardens, district managers to division chiefs by September 2008
- b. Report status to Division Chiefs monthly, who will incorporate into their monthly report at the Leadership Team meetings
- c. Report out annual progress at fall staff meeting

#### **B. Monthly Strategic Plan Progress Review**

- a. Brief strategic plan status report by each of the responsible individuals for each of the current and near term goals and objectives to be presented at monthly leadership team meetings with Deputy's meeting as the primary vehicle for information tracking and management
  - i. Current status of the objective, action, etc.
  - ii. Outstanding needs to make progress, complete, etc.
  - iii. Obstacles to progress, completion, etc.
  - iv. Resource needs, status, etc.
  - v. Celebrate successes
  - vi. Upcoming steps and actions
- b. Discussion regarding possible minor changes to the plan; goals, objectives, etc.

#### **C. Semi Annual Plan Review**

- a. Deeper review of plan progress and more extensive status
- b. Discussion / possible plan adjustments

#### **D. Annual Plan Review**

- a. Thorough plan status / progress review
- b. Validate support for mission, vision and values
- c. Discussion of plan adjustment as needed to reflect changing department needs, internal and external conditions, available resources, etc.
- d. Modification to goals and objectives as needed
- e. Identify new goals as needed
- f. Identify new performance measures for the coming year
- g. Develop associated partnership strategies to achieve goals, objectives, etc.

- h. Determine funding needs and legislative requests as required to support current goals, objectives and supporting actions and projects
- i. Determine need for more extensive plan revisions and process
- j. Pursue additional planning efforts if needed to update the long range plan

**E. As Needed Actions**

- a. Develop and implement change management processes as needed to support effective plan implementation
- b. Develop associated “reporting and monitoring” tool
  - i. Microsoft Project software will be developed for use by the leadership team to track and share strategic plan progress



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